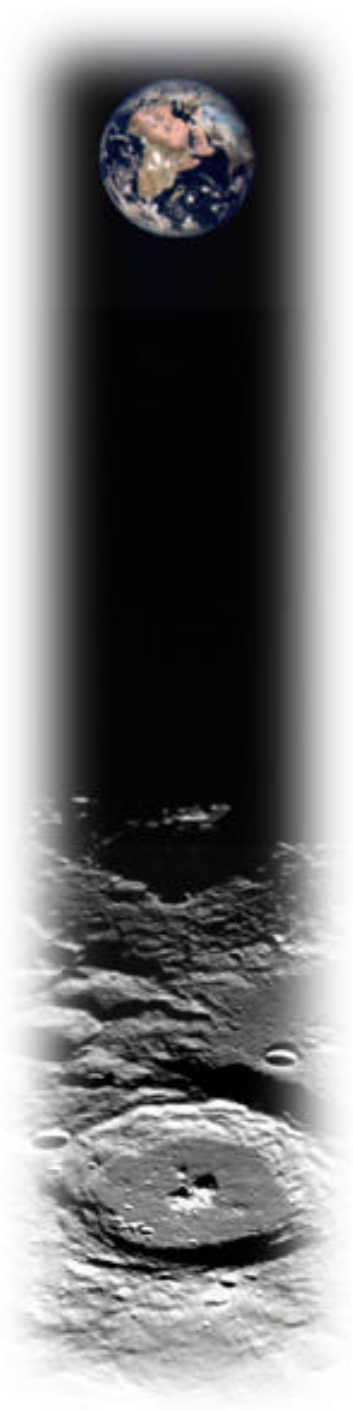# Building Trust in the Workplace

The Key to Creating a Future of Excellence

"Trust is the highest form of human motivation. It brings out the very best in people."

— Stephen R. Covey

Goddard Mission:

...we are committed to excellence in scientific investigation, in the development and operation of space systems and in the advancement of essential technologies.
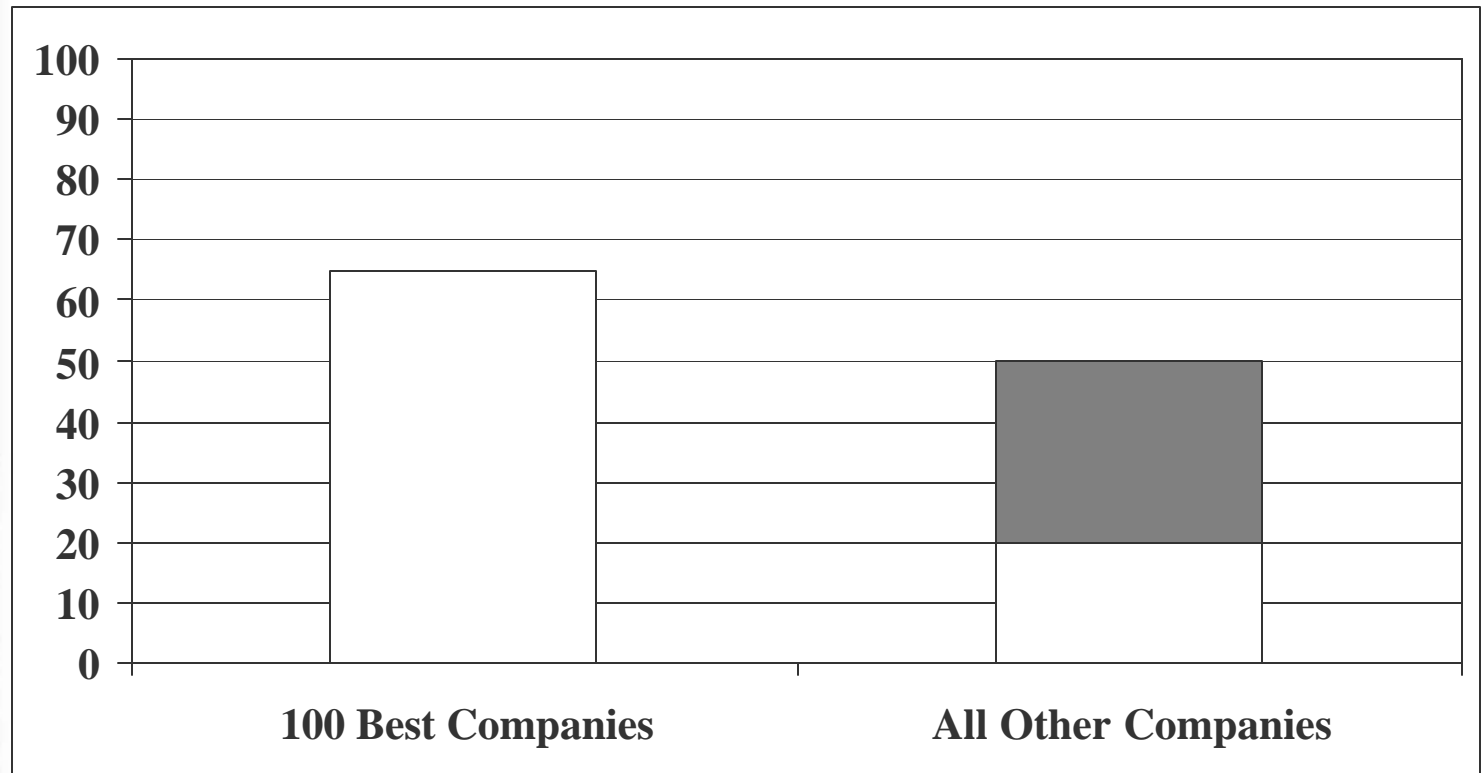
Note from the Director:

- First, we must serve as public stewards of the human and other resources that have been entrusted to us.

- Secondly, we have a responsibility to protect and maximize the use of all the resources with which we have been entrusted...
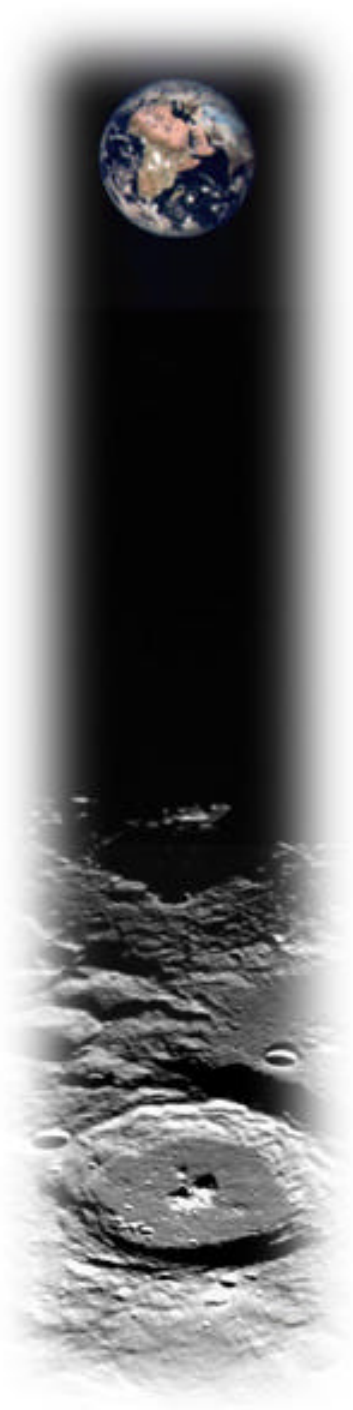
Levering Trust Index

Reasons for Low Trust

- Layoffs and firings
- Reorganizations
- Management v. employees

Consequences of Low Trust

- Lower productivity
- Poor customer relationships
- Inability to retain good employees
- Lack of innovation
- Poor communication resulting in disastrous mistakes

"If you're afraid to act for fear of losing your job, or if you do not have the information you need to act, or do not feel ownership in the result, it is unlikely that speed, high quality, and profit are going to be the result."
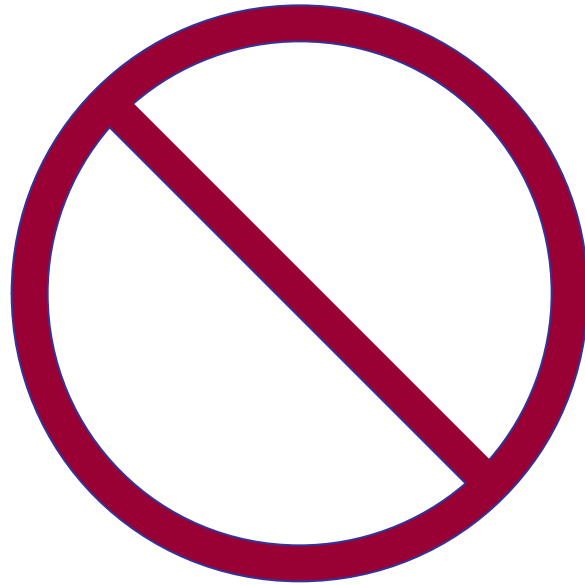
-- Edward M. Marshall, in
Building Trust at the Speed of Change

Exercise
With a partner, brainstorm:

Trust-Busters | Trust-Builders

Truthfulness

- Telling the truth
- Open communication
- Making it safe for others to tell the truth

To open up communication:

- 1. Invite input.
- 2. Listen.
- 3. Answer questions fully and accurately.
- 4. Consider all ideas.
- 5. Follow up.

Reliability

- Keeping your promises
- Doing what you say you are going to do
- Following through
- Being consistent
- Getting results

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"Results are key: even if people's motives are characterized by goodwill, they will not retain our trust if they are incompetent or powerless to fulfill the expectations we have of them. In such cases, we deem them unworthy of our trust not because they are malicious, but because they can't deliver."
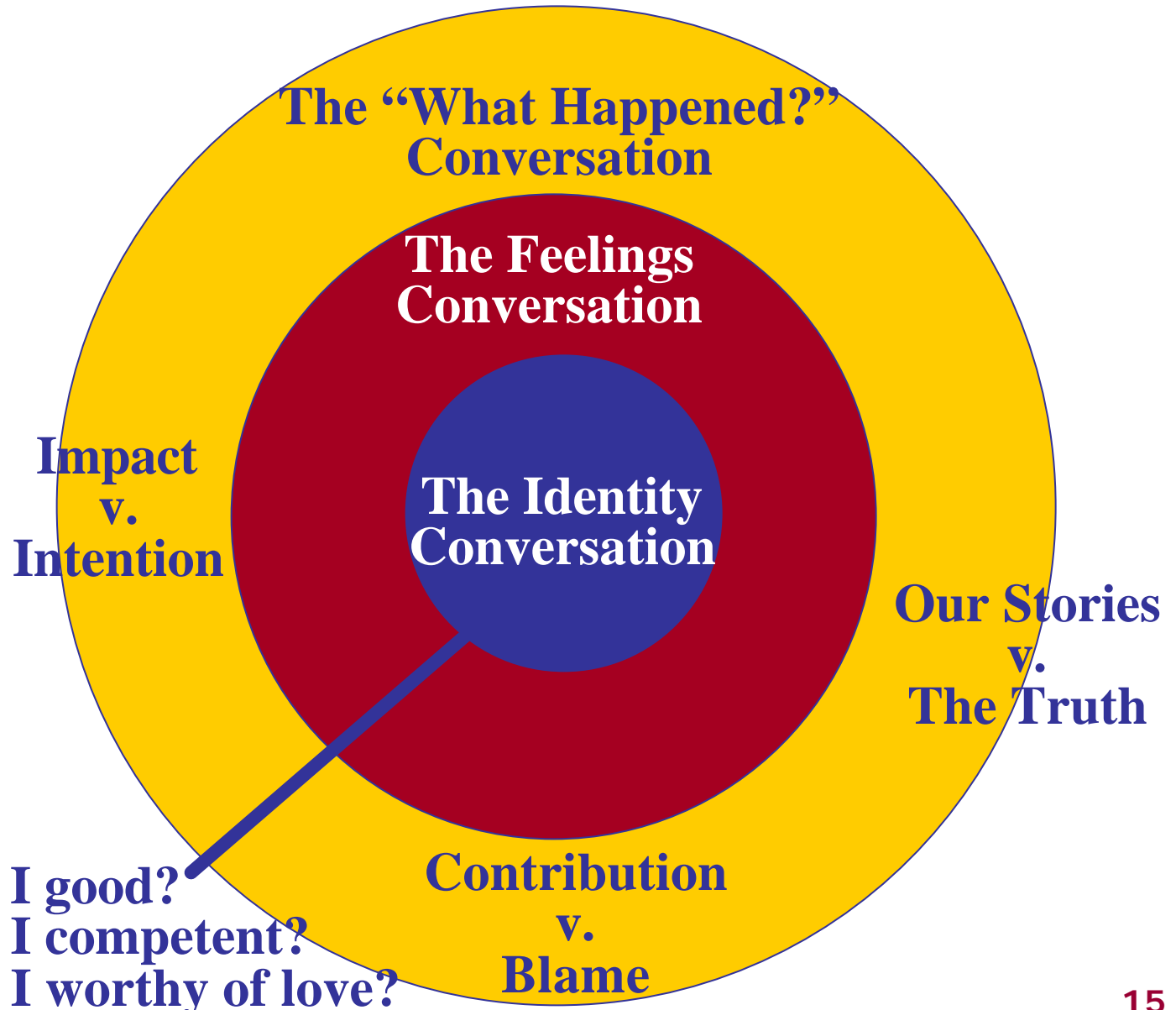
– Robert Bruce Shaw, in *Trust in the Balance*

Understanding

- Listening
- Acceptance
- Fairness

The Three Conversations

The "What Happened?"
Conversation

The Feelings
Conversation

The Identity
Conversation

Impact
v.
Intention

Our Stories
v.
The Truth

Contribution
v.
Blame

- Am I good?
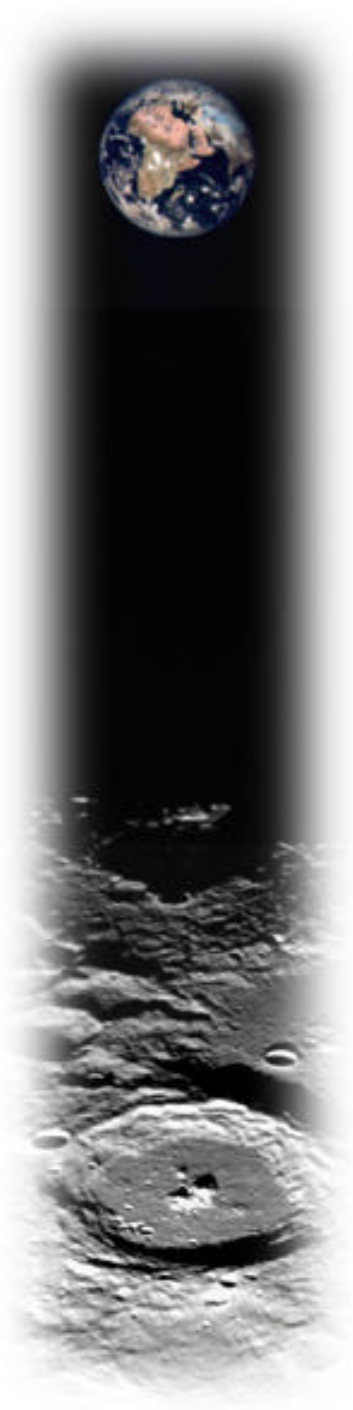- Am I competent?
- Am I worthy of love?

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Support

- Look out for others' best interests
- Give others authority

"Delegation is built on trust, not on abandonment or on micromanaging. It's hard for us to give up some control over work that we know we'll be accountable for in the long run."

– Mary Galbreath Shurtleff, in *Building Trust: A Manager's Guide for Business Success*

Support

- Look out for others' best interests
- Give others authority
- **Recognize contributions**
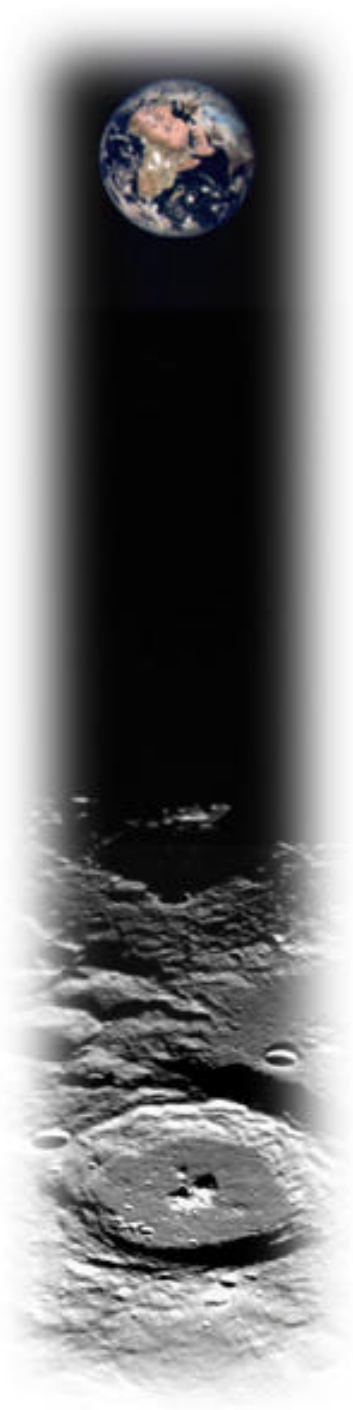
"...every human being seeks to have his or her dignity recognized (i.e., evaluated at its proper worth) by other human beings. Indeed, this drive is so deep and fundamental that it is one of the chief motors of the entire human historical process."

-- Francis Fukuyama, in
Trust: The Social Virtues and the Creation of Prosperity

Time

- Building trust takes time
- Take time out to invest in building trusting relationships
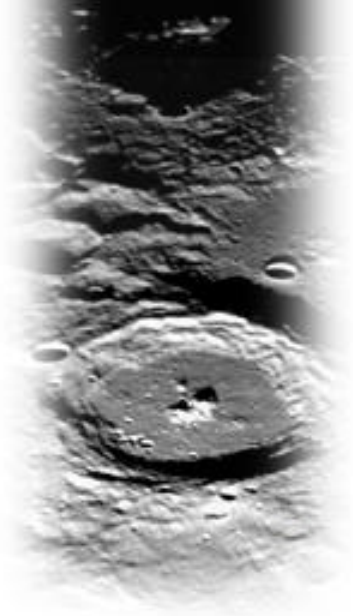
Goddard Values

- Agility
- Balance
- Creativity
- Dedication
- Integrity
- Respect
- Teamwork

Trust: the Key to Creating a Future of Excellence

- Truthfulness
- Reliability
- Understanding
- Support
- Time